

1. INTRODUCTION AND OVERVIEW

1.1 Project Background

The Douglas County Detention Facility is located on the grounds of the Robert A. Christensen Justice Center in Castle Rock, Colorado, a 503,193 square foot complex built in 1998, containing the Courts, District Attorney, Probation, Coroner, and Sheriff custody/non-custody functions.

The detention component operates predominantly as a holding facility for detainees who have court appearances at the Justice Center, although about 30% of the population is serving a county jail sentence. The facility also holds Federal inmates under a contract with the U.S. Marshals. On average, the Federal inmates constitute about 15% of the overall inmate population.

Opening in June 1998, the facility's original capacity was 284 beds, (192 double occupancy cells) located in four housing pods of 48 beds each. Pods are divided into three or four sub-units of varying capacity. The facility was designed to accommodate expansion of 4 additional housing pods, for a total capacity of 646 beds; and all program and support spaces were sized and constructed to accommodate the full build-out.

As a result of a continued inmate population growth, the jail was updated and expanded in August 2003, increasing the design capacity to 464 inmates. Two housing pods (Pods E and F) were added, one for housing maximum-security inmates (Pod F), and the other for medium and minimum security inmates under a direct supervision mode (Pod E).

Douglas County Government has always been progressive in planning for its detention system needs. Capital decision-making has been informed by research, and data analysis, with future needs planned for accordingly. Along these lines, a Strategic Facilities Master Plan was prepared for the County in 2006 (the ONMI Report), which updated inmate population and bed space projections.

The OMNI Report forecasted the need for 990 beds by year 2020, based predominantly on an expected continuation of steep general population growth and upward jail bookings and length of stay trends. However, these daunting predictions have not come to fruition, and instead the jail has experienced a *decline* in both bookings and average daily inmate population counts over the last several years.

The shift in population trends resulted in the need for updated inmate population projections that - coupled with an assessment of the current

1. INTRODUCTION AND OVERVIEW

detention center - would inform the County regarding future bedspace requirements and long term facility needs. klipp/Ricci Greene Associates was retained by Douglas County to generate new population and bedspace projections, conduct a space needs assessment, and develop a strategic plan for meeting future facility and site requirements for the detention section at the Robert A. Christensen Justice Center.

1.2 Project Objectives

klipp/Ricci Greene has been working in conjunction with the Facilities Management Department and the Sheriff's Office since August 2011 in a participatory process to establish a long-term strategic plan for meeting the future needs of the jail. Several meetings were held, including a visioning session to commence the project and three interim workshops to discuss findings and shape programmatic recommendations. The resultant strategic plan reflects the collaboration and consensus of the client and the consultant team.

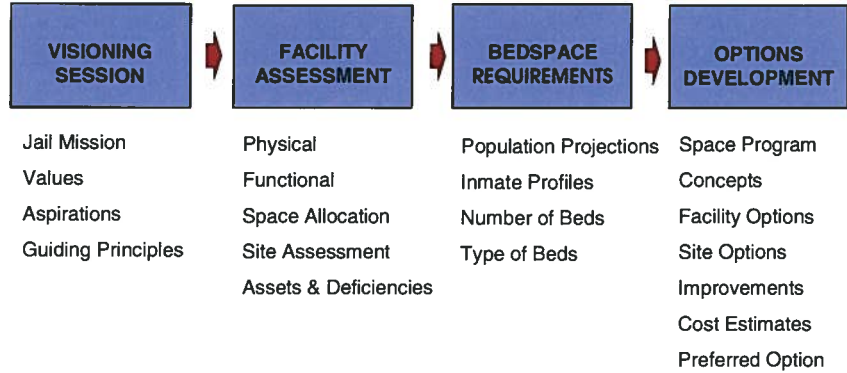
The following were identified as the principal objectives of this project:

- To evaluate existing facility resources, including support areas of the jail such as the kitchen, laundry, and infirmary, relative to future capacity and operational requirements for efficient/effective jail operations;
- To generate long-term jail needs through year 2030;
- To develop a space program for new jail construction requirements and support spaces;
- To develop alternative master plan conceptual investigations and gain concurrence on the specific alternative to serve as the basis for the development of a detailed option;
- To assess present and future parking deficiencies and analyze preliminary parking and site investigations, and
- To develop project budget estimates for the selected facility master plan option.

This Strategic Planning Report presents the analysis, findings and recommendations of the Douglas County Detention Facility Space Needs Assessment. It is organized around the four (4) major tasks of the project accomplished over the six month timeframe.

1. INTRODUCTION AND OVERVIEW

Tasks and Activities



Task 1: Project Kick-off/Visioning Session began with a visioning session with Facilities Management and Detention Division key stakeholders where staff shared their ideas and visions for the future development of the Justice Center (detention component). These observations were recorded as a series of guiding principles and remained a vivid reminder throughout the master planning process.

Task 2: Existing Facility Evaluation focused on the general physical plant and functional assessment of the existing facility to serve as a baseline evaluation for proposed programmatic alternatives.

Task 3: Inmate Population Projections focused on the development of inmate population projections through an analysis of various demographic and jail activity trends. The investigation included an inmate population analysis that established not only *how many* beds were needed, but also the *type of bed* required based on gender and classification risk/need. Federal inmates, held under contract with the U.S. Marshal's Office were also identified to assess the impact on bedspace usage.

Task 4: Programmatic Alternatives. The findings from the previous analyses were synthesized to create a series of Options for meeting future bedspace requirements and facility and site upgrades, including renovation, expansion, and/or new construction. A preferred option was selected in workshop setting, based on an evaluation of pros and cons, impact on staff, and order of magnitude cost considerations.

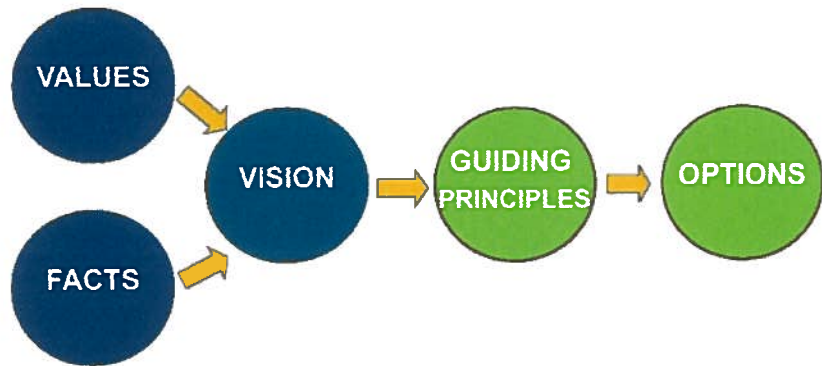
The preferred *Facility Development Option* was further refined and project budget estimates were generated for the strategic Facility and Site Development Plan.

1. INTRODUCTION AND OVERVIEW

1.3 Project Vision

The Space Needs Assessment study effort began with klipp/RicciGreene Associates facilitating an interactive Visioning Session with key stakeholders identified in concert with the Sheriff's Detention Division to serve as the Planning Team. A list of meeting participants appears in Appendix A.

The purpose of the Visioning Session was to generate a set of guiding principles that would serve as the philosophical foundation for the strategic planning Options developed.



The Sheriff Department's Mission Statement served as a spring board for discussing overarching values for the facility and its operational philosophy:

"The mission of the Douglas County Sheriff's Office Detention Division is to protect the public and institutional safety through the incarceration of offenders in the Douglas County Jail, while meeting statutory and constitutional standards of care and provide program opportunities intended to reduce re-incarceration".

Along these lines, the following operational concepts were discussed with Douglas County Jail representatives relative to future facility strategic planning. These were discussed as both "facts" (already present in the facility) and "aspirations" (vision/desired outcomes).

1. INTRODUCTION AND OVERVIEW

- Humane environment
- Appropriate housing unit
- Technology and security enhancement
- Fiscal responsibility
- Comprehensive approach to facility development
- ACA accreditation

These operational concepts were then translated into a series of overarching Guiding Principles for the Justice Center Space Needs Assessment planning project.

Provide A Humane Environment

- For inmates, staff, and visitors to the facility.
- Through enhanced natural light in new housing units, views to the outside, an increased sense of “openness”.

Provide Appropriate Housing Unit for All Inmates

Provide the appropriate housing unit environment for all security and supervision levels, based on objective classification risk/need assessment and housing unit assignment:

- Adequately address the needs of inmates with medical/mental health conditions; Medical/Mental Health Unit in close proximity to the clinic.
- Better address the mix of classifications for females within one unit.
- Better accommodate the requirements of work release inmates (appropriate dedicated access/exit from the unit; not mixed with institutional trustys).

Upgrade Security Technology

- Use of best technology available (PDA system, integrated, etc).
- Maximize operational efficiencies through technology opportunities.
- Promote operational consistency across shifts.

Enhance Program Opportunities

- Web-based video feed programming.
- Expanded use of video visitation.
- Expanded programming at the housing unit level.
- Greater access to outdoor recreation.

Address Site Upgrades

- Improve security perimeter.
- Address parking deficiencies.

1. INTRODUCTION AND OVERVIEW

- Address inadequate work release entrance and pedestrian circulation patterns on site.

Provide Fiscal Responsibility and Accountability

- Comprehensive, not piecemeal approach to facility development.
- Permanent resolutions, not short term fixes.
- Pro-active planning.
- More energy efficient, “greener” environment in new construction.
- Maximize operational efficiencies.

2. EXISTING FACILITY EVALUATION

2. EXISTING FACILITY EVALUATION

2.1 Methodology

The detention component of the Douglas County Justice Center Facility was assessed for general physical plant conditions and functionality. The effort included an on-site tour of the facility to achieve a first-hand perspective of the spaces, coupled with a review of building documentation, previous reports, and discussions with Sheriff and facility management staff.

The walk-through evaluation was conducted on August 31st, 2011 with the cooperation of facility program administrators and support staff. Several topics were reviewed throughout the tour and during follow-up programmatic interviews with staff relative to the long-term strategic plan for meeting future goals and best practices, including program goals and operating philosophy as they relate to population served and responsiveness of spatial and organizational structures of the building.

This section serves to document the physical and functional conditions of existing spaces, including an identification of current assets and deficiencies, which provided the baseline evaluation for proposed programmatic alternatives and master planning options moving forward.

The chapter provides a descriptive assessment of the Douglas County Detention Facility from four inter-related perspectives:

Site

The Site assessment evaluates the existing circulation, pedestrian flow, parking capacity, site topography, building access points, security, and traffic patterns.

Space Allocation

Color coded facility diagrams were generated to document current space utilization by departmental component. The diagrams provide a baseline understanding of “where the space lives” – a visual rendition of the amount and location of square footage for housing, program and services, and support functions throughout the facility.

Existing Net Occupiable Square Footage (NOSF), generated for each component based on area take-offs from the facility plans, were evaluated for each category to assess general adequacy from a quantitative perspective.

2. EXISTING FACILITY EVALUATION

Physical Plant

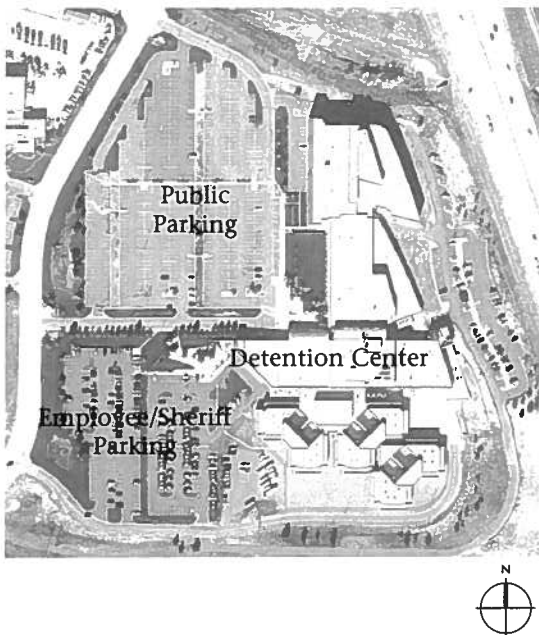
The Physical Plant assessment provides an overview evaluation of the physical plant, including general conditions and code compliance.

Functionality

The functional evaluation identifies current assets and deficiencies of existing space, with a focus on documenting functional, operational, and/or staffing impacts that result from the current space. This includes consideration of characteristics such as:

- Adequacy and quality of housing, program and support spaces; and areas of limitation and opportunity;
- Suitability of spaces and impact of physical plant on operations, inmate movement, supervision, and ability to meet intended operational and security goals;
- Environment, including acoustics, sunlight, and general conditions;
- Alignment of housing units with the population being served, including capacity utilization, configuration, and operational/security considerations, and
- Feasibility of achieving future space needs and operational objectives

2.2 Site Assessment



Site Overview

The Douglas County Robert A. Christensen Justice Center is located at 4000 Justice Way in Castle Rock, Colorado and is owned and maintained by the County. Access to the site is off of North Castleton Court and Justice Way. The Detention Center Facility occupies an ideal site for county inmates due to its connection with the adjacent courts building.

In 2003, the north side of the existing Robert A. Christensen Justice Center went through an expansion project that included an 180,000-sq-ft, three-story addition with eight courtrooms, conference rooms, holding cells, judges' chambers and office space. Two additional housing pods with a mezzanine level for the inmate population were added to the southeast side of the Justice Center Detention Facility. Expansion capabilities for the detention facility are still available in the dedicated expansion zone at the southwest corner of the building.

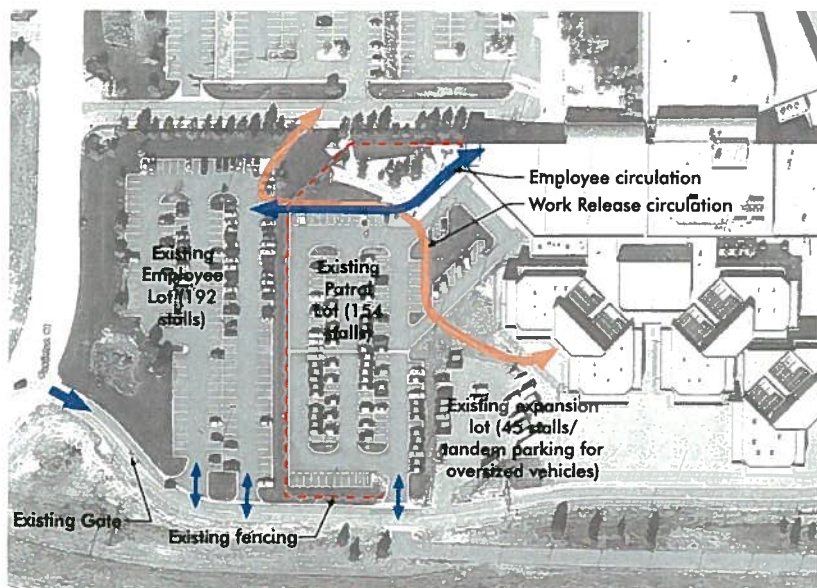
2. EXISTING FACILITY EVALUATION

Renovations to the entrances on the east and west sides of the building were also completed in 2009. The primary public access to the Justice Center is off of Justice Way and Castleton Court. The employees and Sheriff's access is also located off of Castleton Court just south of the main entry. A security gate exists to prevent public vehicles from entering this parking area. There are three separate parking lots at the southwest corner of the building which are used for employees, Sheriff's vehicle parking, and an expansion lot for oversized vehicles. The employees' parking lot contains a total of 192 stalls, the Sheriff's lot contains 154 stalls, and the expansion lot contains 45 stalls. The expansion lot includes multiple stall sizes, such as tandem parking for trailers. In this area there are a total of 391 parking stalls.

The existing site topography slopes from the north toward the southwest. Storm water detention areas are located at the west side and southwest corner of the site. The Justice Center building addresses these grades with multiple levels and by terracing down to the southwest. The parking lots are separated by changes in grade between the public parking, the Sheriff's parking lot, and the employees' parking lot.

Key Findings and Recommendations

Areas of concern that are inherent with the Detention Center site were discussed with facility staff. Future operational goals were studied in unison with these concerns to help formulate program solutions that meet the County needs.



2. EXISTING FACILITY EVALUATION

Site Circulation and Work Release Entry

- The Work Release population must travel through the Sheriff's secure parking area to access the entrance, which is located adjacent to D-Pod. This creates a circulation pattern that can pose a safety risk for County employees.
- Work Release inmates have been found congregating around Sheriff's vehicles, which has raised security concerns.

Parking Needs

- The existing employee parking lot does not have the capacity to serve the needs of the County; a vehicle take home program has been discussed for accommodating these parking deficiencies but this is not considered to be a good long-term solution.
- It was noted that the Sheriff's parking lot is of adequate capacity.
- The future expansion site was paved over to accommodate oversized County vehicles and trailers. When future expansion occurs on this site the parking will need to be displaced.

Site Security

- The perimeter fencing surrounding the Sheriff's parking area is not secure and the Work Release pedestrian flow jeopardizes employees' safety. The Work Release inmates and employees must circulate through the same Sheriff's parking lot.
- There is currently no fencing surrounding the employees' lot, which creates an insecure condition because employees must circulate through the Sheriff's parking lot to get to the Detention Center.
- The existing gate, which controls vehicular access, does not allow for the level of security that the County desires. Pedestrians can walk around the site and gain access to the employees and Sheriff's parking lots. It has been noted that there are large traffic volumes experienced when opening for business hours.

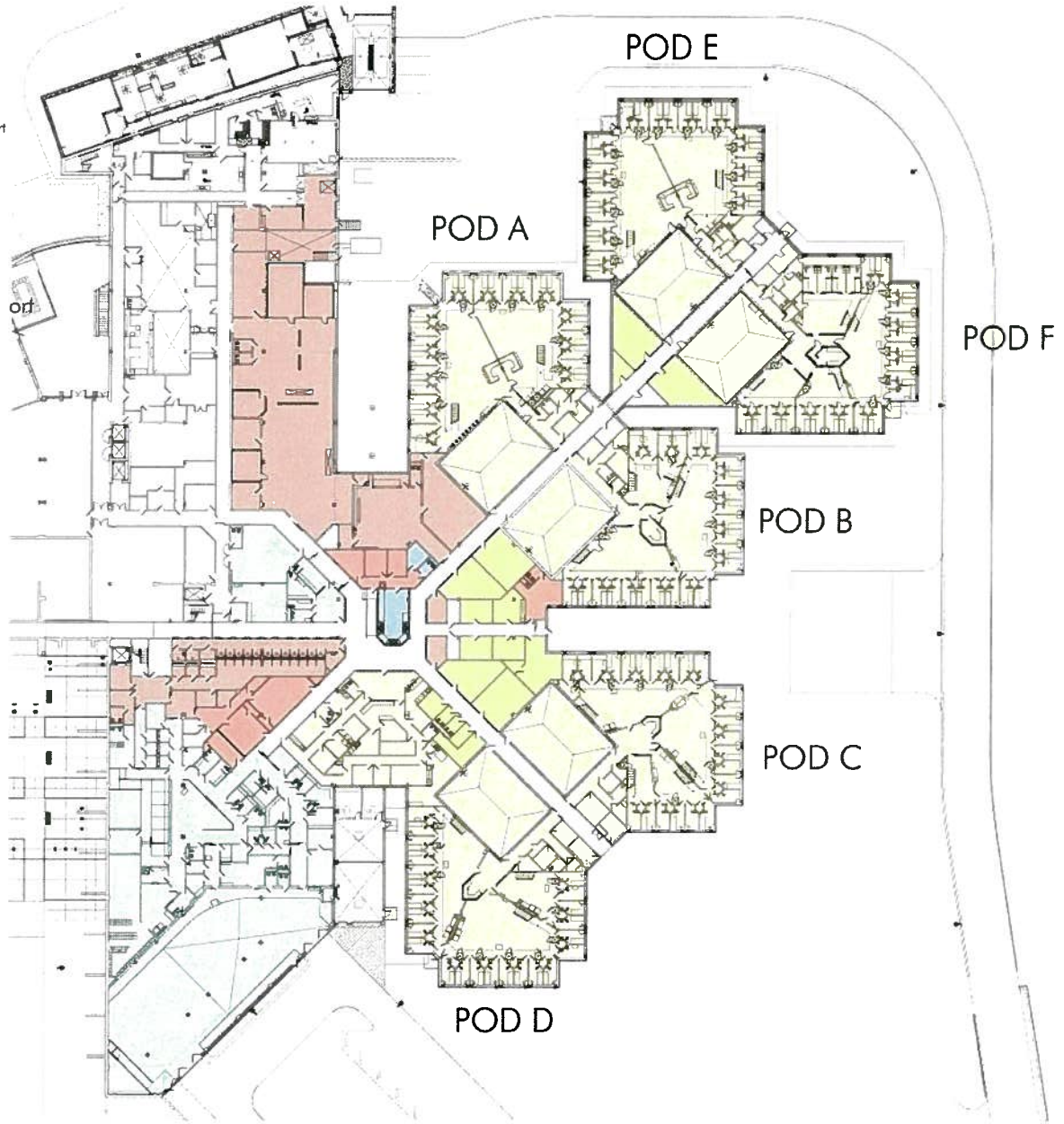
2.3 Space Allocation Assessment

The following diagram represents the first level of the detention center which contains the Vehicular Sallyport, Intake, Clinic, Central Control, Housing Units, Laundry Services, Central Kitchen and Visitation program components:

2. EXISTING FACILITY EVALUATION

Legend

- 1. Public Lobby/Reception
- 2. Central Control
- 3. Administration/Staff Support
- 4. Visitation
- 5. Intake/Release/Transportation/Court
- 6. Central Clinic
- 7. Housing Units
- 8. Inmate Programs
- 9. Food Services
- 10. Laundry
- 11. Maintenance/Support

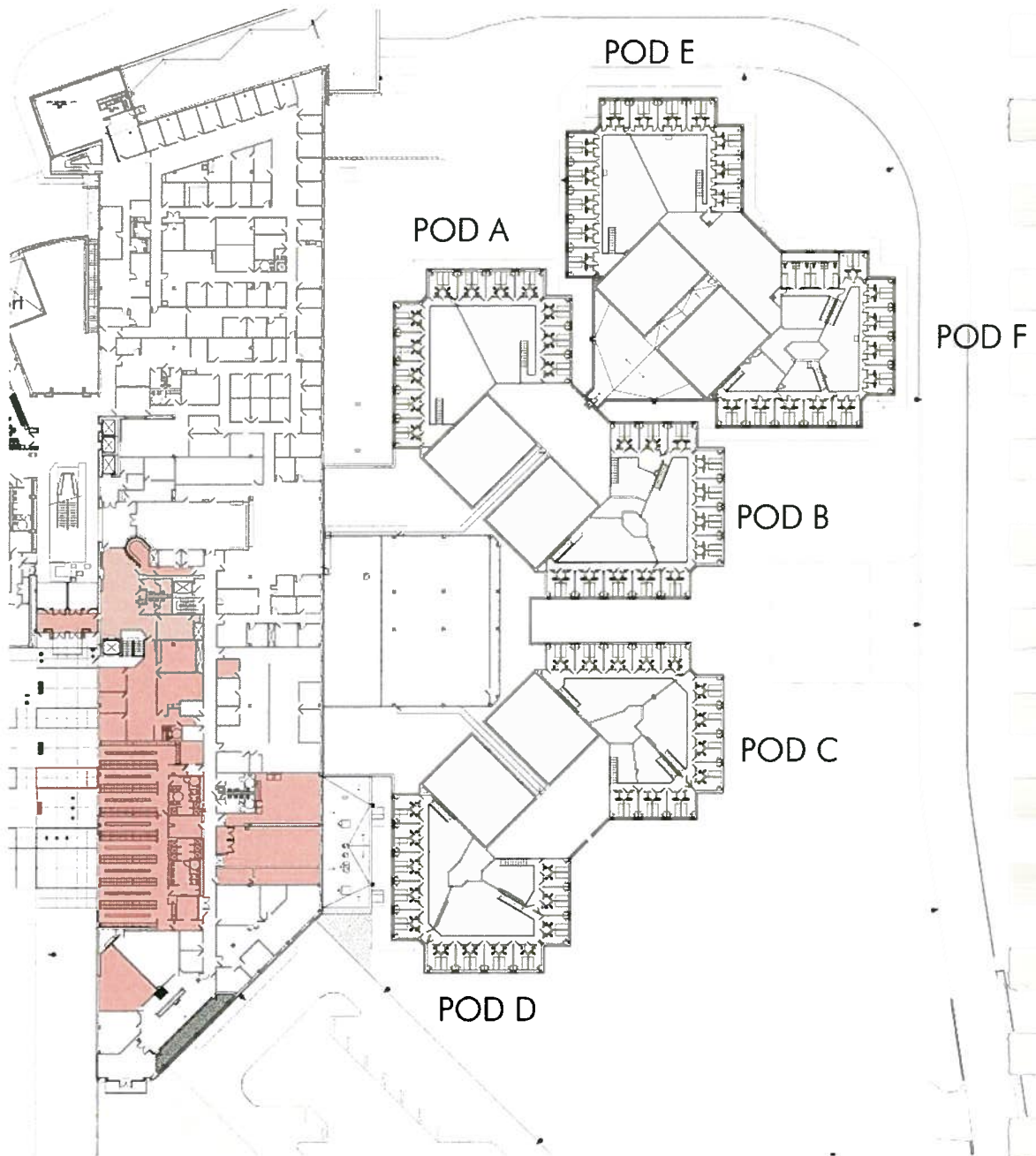


First Level Floor Plan

2. EXISTING FACILITY EVALUATION

The following diagram represents the second level of the detention center, which contains the Facility Entrance, the Public Detentions Lobby, Executive Administration/Staff Support Services and Video Visitation program components:

- Legend
- 1. Public Lobby/Reception
 - 2. Central Control
 - 3. Administration/Staff Support
 - 4. Visitation
 - 5. Intake/Release/Transportation/Court
 - 6. Central Clinic
 - 7. Housing Units
 - 8. Inmate Programs
 - 9. Food Services
 - 10. Laundry
 - 11. Maintenance/Support



Second Level Floor Plan

2. EXISTING FACILITY EVALUATION

2.4 Physical and Functional Assessment



Facility Overview

Built in 1998, the Douglas County Detention Facility is a two-story building organized as follows:

First Floor:

- Vehicle Sallyport
- Pre-intake/Intake/Release/Transportation
- Medical / Mental Health Central Clinic
- Central Control
- Housing Units
- Laundry Services
- Central Kitchen
- Centralized Visitation Operations

Second Floor:

- Facility Entrance
- Public Detentions Lobby
- Executive Administration / Staff Support Services
- Video Visitation Center

Inmates are brought to the jail via a vehicular sallyport and circulate to the courthouse via the underground pedestrian tunnel. Public, official and professional visitors access the facility via the main Justice Center Complex, where they are security-screened before proceeding to the detention component. A dedicated entrance is provided to detentions staff on the second floor that is separate from the public circulation of the building and shared with other Sheriff's Office Divisions.

The design of the detentions facility reflects a predominantly centralized service delivery model. This model of operations provides program and support spaces in central locations remote from the inmate housing units, with un-escorted and escorted circulation throughout the building to access the areas dependent upon classification levels. Examples include barber shop, official/attorney visitation and programming spaces such as classes and library, currently located on the first floor.

Health Services are provided in the centralized Clinic. With the exception of some medication distribution, the current facility does not provide for any triage at the housing unit level, resulting in inmate

2. EXISTING FACILITY EVALUATION

movement for medical attention that could be provided locally such as minor injuries, sick call screening, and the like.

Video visitation was recently implemented, allowing for the decentralization of this function on the secure side (video visitation monitors are located at each housing unit), and video visitation stations for the public adjacent to the Detentions Lobby/Reception.

Outdoor recreation is also a decentralized activity, located adjacent to each housing pod. Dining also occurs in the housing units. The facility includes a full service kitchen, with all meals prepared on site and delivered to the housing units via food carts. It also includes a laundry facility. All uniforms and institutional linens are laundered on-site. Inmate trustys (county-sentenced inmates) work in the kitchen and the laundry.

There is an on-site work release program, whereby sentenced inmates whose sentence authorizes such participation are approved to continue employment outside of the jail during the day and return at night.

With the exception of Pods A and E, which are direct supervision, the housing pods are designed for indirect supervision, with staff posted in an enclosed control station at each pod. Access to the pod and doors within the pod are controlled by Local Floor Control Deputies, with Central Control override.

Central Control monitors and controls all CCTV monitors, movement of inmates within the jail, secure vestibules, and the vehicular and pedestrian traffic in and out of the secure area.

Key Findings

On August 31st, 2011, the consulting team conducted a walk-through Physical and Functional Assessment of the Douglas County Detention Facility. The on-site tour was supplemented by discussions with jail staff on current functions and future jail operational goals.

In walking through the facility and in talking with facility staff, areas with major concerns and/or issues were observed, identified and reported. This review informs space program solutions, future use of existing resources, as well as helps the County to meet its corrections-related goals and needs.

2. EXISTING FACILITY EVALUATION

Key findings are presented below. A detailed list of functional issues appears on Appendix B.

- The Douglas County Detention Facility is a relatively new facility, which is clean and in good condition. This appears to be a result of ongoing maintenance, renovation and upgrades.



DETENTION FACILITY – Corridors

- The Facility received National Commission on Correctional Health Care (NCCHC) accreditation in March 2010.
- On January 31st, 2011, the facility received ACA accreditation.
- A detailed code compliance survey was not completed at the time of this report. It can be concluded from general observations that no obvious code violations are present and that a detailed analysis would be needed to confirm if the facility is in compliance with all current codes.
- There were several deficiencies noted within ADA cells, which do not appear to be in compliance with current accessibility guidelines.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY - View from Central Control Room



DETENTION FACILITY - Security Electronics Closet

- Spaces allocated within Central Control are adequate in terms of quantity and size.
- No single station location provides complete visibility to all hallways. A re-configuration of the space already in place will provide better lines of sight to corridors.
- At the time of this report, electronic and security detention systems were being upgraded to improve camera coverage and recording capabilities.
- Direct access to a kitchenette and staff restroom is recommended to avoid having to leave the post unattended when using these amenities.
- The security electronics closet, located behind Central Control room, is not large enough. Additionally, there is no dedicated mechanical equipment for sensitive areas housing secure equipment. This condition is a concern due to the possibility of overheating and the lack of backup capabilities should the system go down.

Administration/Staff Support Services

- The administrative area to support executive staff and operations, such as workroom, kitchenette, office supplies, and file storage is for the most part adequate. It also includes meeting/conference spaces, which are sufficient in number and size for the intended function.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Staff Mail Room



DETENTION FACILITY – Personnel Cubicles

- The number of watch commanders' officers is inadequate, and their current location behind Central Control is remote from inmate areas and activities. The original configuration of the Sergeant's office as an old line-up room is inadequate to accommodate supervisory functions.
- Staff support service areas outside of the secure perimeter, although shared with other Sheriff's Office Divisions, provide uniformed staff with enough spaces to meet personnel needs, such as cafeteria, locker space, toilets, showers, and dressing for facility employees, as well as opportunities for staff development and training (e.g. fitness, debrief room, armory).



JUSTICE CENTER COMPLEX – Shared Sheriff's Staff Cafeteria



JUSTICE CENTER COMPLEX – Shared Sheriff's Staff Fitness Room

2. EXISTING FACILITY EVALUATION

- Within the secure perimeter, the staff break room is underutilized due to its remote location.



DETENTION FACILITY – Staff Break Room

Visitation:

- The visitors' parking area is sufficient to accommodate the volume of visitors received on a daily basis.
- All public access to the jail is through the main entrance, monitored by HHS Security Services personnel, then turning right and entering the Detentions Lobby. Access into the lobby through the vestibule door, at times when the lobby is crowded or the control lobby personnel occupied, needs better means of surveillance.
- Personal Visits:
 - Family visits take place through video-visitation, with the space adjacent to the public lobby renovated to a new visitor center. The relocation of visiting functions adjacent to the public lobby for personal visits curtails public access to the secure perimeter of the facility, while eliminating the need to escort inmates.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Housing Unit Video Visitation Monitor



DETENTION FACILITY – Public Video Visitation Center

- The public video visitation off of the Lobby provides 16 monitors, two of which are designated as handicap accessible. The configuration of the stations does not allow sufficient space to adequately accommodate up to three visitors, as permitted per station. Additionally, at times when the visitation center is at capacity (48), not being able to both hold a private conversation and hear their party is an issue. To solve this issue, the video visitation stations could be reduced, with extended hours of visitation to accommodate the volume of visits per day, if needed.
- The original centralized visitation area is currently underutilized, only serving as a backup when the VidVox system is not functioning. Only three of the old visitation rooms are still utilized.



DETENTION FACILITY – Visitor's Side, Old Visitation Center

2. EXISTING FACILITY EVALUATION

- Attorney/Official Visits:
 - Professional visits take place at several centralized locations within the secure perimeter of the facility. Since video visits are recorded, professional video visitation is presently a rare occurrence, if at all.
 - Professional visitors' flow to designated locations is poor.
 - The location of the two contact visitation rooms within direct view of Central Control for reasons of safety and security is an asset. They also have phone connection with Central Control, facilitating the notification of inmate movement when the inmate is ready to return to housing.



DETENTION FACILITY – Contact Visitation Room

- The overflow of official visits is inadequately accommodated. On the one hand, the use of three of the old non-contact visitation booths, through the glass is difficult to observe from Central Control for any issues that might occur. Further, when there is some paperwork to be signed/exchanged, computer screens to be viewed or a group of visitors, the use of the current hand held phone system is not practical. On the other, the use of the bonding rooms by Intake as professional visit rooms defeats their intended purpose. Moreover, when inmates are released from the bonding rooms to return to their pods there is no way to notify Central Control that they will be in the hallways, which creates a security issue, of special concern when juveniles or opposite gender inmates are moving at the same time.
- The interview rooms located at the housing unit level are underutilized due to their location, remote from the views of the pod security station, and the fact that they do not provide any

2. EXISTING FACILITY EVALUATION

physical separation between visitor and inmate, creating safety and security concerns.

Intake/Release/Transportation

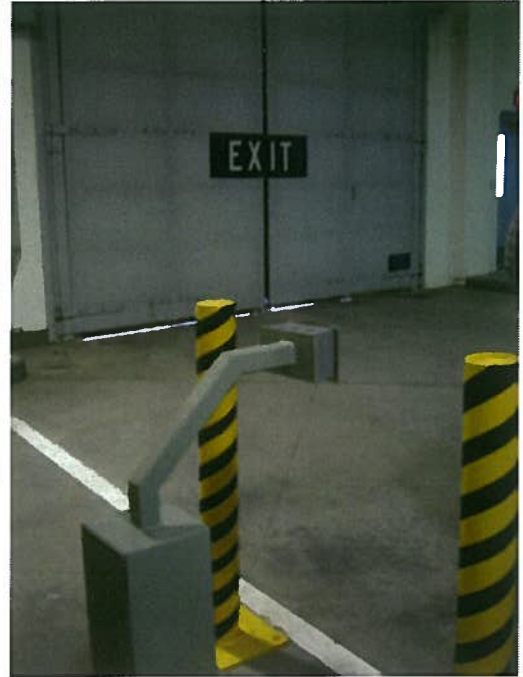
- The Vehicular Sallyport door is remotely operated by staff in the facility's control room and entering vehicles are observed via a video monitor.
- The enclosed Vehicular Sallyport appeared to be of sufficient capacity to accommodate multiple cars and/or official vehicles used to transport inmates.



DETENTION FACILITY – Enclosed Vehicular Sallyport

- The Vehicular Sallyport occasionally has ventilation problems due to diesel vans left idling by drivers despite signage requesting them to be shut off. There does not appear to be adequate ventilation to allow this condition to occur.
- The original white noise system in the Vehicular Sallyport was damaged and removed. It is difficult to communicate within this space due to reverberation.
- The turning radius for vans is too tight within the Vehicular Sallyport to allow drivers to push the exit intercom. As a result, the driver must exit the van to operate the intercom.

2. EXISTING FACILITY EVALUATION

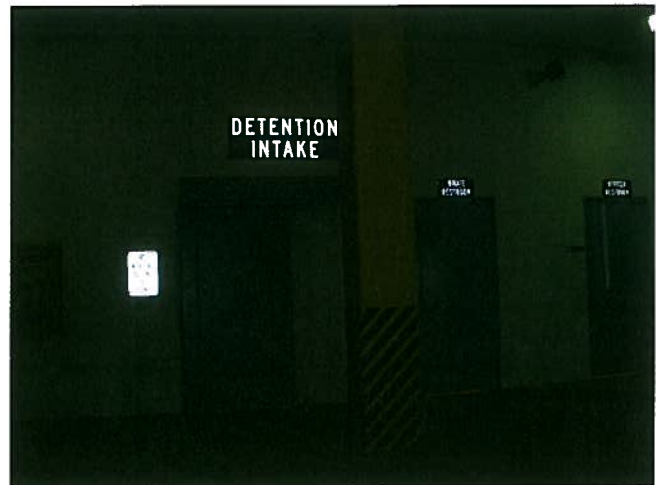


DETENTION FACILITY – Vehicular Sallyport Exit Intercom

- There is no backup power for the Vehicular Sallyport entrance and exit gates and they are difficult to operate without power. Additionally, the 15 second delay for the Vehicular Sallyport gates is incorrect and does not allow for multiple vehicles to enter or exit.
- Once in the Vehicular Sallyport, arresting officers access the pre-booking area, retrofitted back in 2008 to provide a better layout. The current space functions adequately, although it requires better surveillance from the booking area.



DETENTION FACILITY – Interior of Pre-booking Area



DETENTION FACILITY – Entry to Pre-Booking Area from Sallyport

2. EXISTING FACILITY EVALUATION

- Access to the contiguous DUI Intoxilyzer room through the jail booking secure sallyport creates cross-circulation of agencies in the airlock area. This inconvenience is exacerbated by the use of the Intake area as a regular means of accessing the facility by other officers and civilian staff not specifically assigned to this area, such as nursing and food services personnel.



DETENTION FACILITY – Shared Entry to DUI Room and Intake Processing Area

- The DUI testing room appeared to be inadequate to accommodate two people while conducting testing functions. There is no camera coverage of this room.
- The Booking/Processing Area consists of a booking counter with 6 computer stations, but only 3 are used. Conducting property inventory and bagging functions on one end of the counter creates crowding and security risks when more than one admission is being processed and other concurrent activities are going on (such as use of the kiosk, printing, DNA swap, etc.). In order to improve functionality, there was an expressed desire to reconfigure the booking processing counter and property functions as to provide fewer discrete and compartmentalized stations for better flow.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Intake Booking Counter

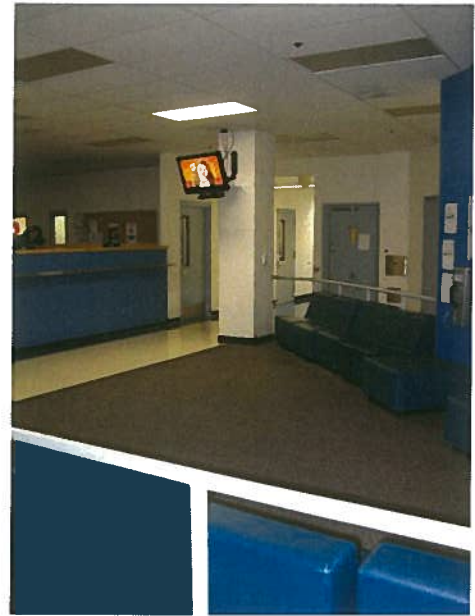
- Overall, the entire area is not designed for efficient circulation and flow. It also requires better camera coverage and lines of sight to some of the corridors and rooms, such as the fingerprint, juvenile holding cells and the pre-booking rooms.



DETENTION FACILITY – Obstructed Views from Booking Counter to Fingerprint room and corridors

2. EXISTING FACILITY EVALUATION

- Some spaces within the intake area are underutilized, such as the acceptance room and the juvenile holding cells.
- The open seating area (waiting lounge) has adequate capacity. However, there needs to be a better sound separation of inmates being processed in and inmates being processed for release.



DETENTION FACILITY – Booking Open Waiting Area

- The available number of holding cells adjacent to the booking area is adequate. However, due to a lack of beds within the Clinic area, some of these cells also double as observation/holding safe cells.
- In order to improve flow of functions, there should be a dedicated release area. This function should remain in close proximity to Intake and inmate property storage room.
- Offices for staff associated with transportation, transportation gun lockers, and transportation holding cells in the booking area appeared to be adequate in number and size.
- Court transport holding cells, located across from the Central Control room, are not used for their original function. The space is currently used as storage space for institutional mattresses.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Court Transport Holding Cells now used for Storage

Medical and Mental Health Areas:

- The existing Clinic is centrally located within the jail and consists of medical exam/treatment rooms, medication/nurses work station, pharmacy, medication area, personnel offices and a break-room.
- There seemed to be sufficient space for administration, health care providers and exam/treatment-related functions.
- Personnel offices and inmate exam rooms currently share a common corridor, resulting in cross circulation of inmate and staff in staff areas.
- The dental suite where the dentist sees inmates and has all the equipment appeared to be over sized and underutilized. There are currently two dental chairs, but only one is being used.
- The records room also appeared to be oversized. In the future records will be scanned and there is not going to be a need for this area. At present, this space is also inadequately used as "office" for the Psychiatrist to see patients.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Medical Records Room

- The nurse's station appeared congested and a security concern was expressed due to a lack of physical separation between inmates and staff by the counter once inside the treatment side of the medical area.



DETENTION FACILITY – Views from the Nurse's Station

- The overall configuration of the Clinic area is disorienting and lacks proper flow.
- The Clinic is not in convenient proximity to the medical and SMU housing pods, which is inconvenient and could be problematic in the event of split second medical emergency response.

2. EXISTING FACILITY EVALUATION

- There exist operational difficulties in separating inmates by classification levels and gender at times of service due to the current “open seating” configuration of the patients’ waiting room.



DETENTION FACILITY – Entrance to Clinic and Waiting Room

Inmate Programs and Services

- Some operational inefficiencies result from a centralized mode of program and service delivery, necessitating constant movement of inmates from the housing unit to centralized locations.



DETENTION FACILITY – Centralized Classroom



DETENTION FACILITY – Centralized Library

2. EXISTING FACILITY EVALUATION

- Inmate movement becomes very staff intensive relative to maximum and high risk custody inmates.
- The Programs Coordinator's Office seemed to be undersized to accommodate two people and interviewing/training capabilities.
- Overall, although the detention facility provides a wide variety of programs to incarcerated inmates in an ongoing effort to give them the opportunity to earn an education and resolve personal growth issues, program spaces dedicated to offer these services are limited.

General Housing

- With the exception of Pods A and E, designed for "direct supervision", the facility provides podular indirect supervision style housing units, which essentially limits the direct contact and intervention capabilities between the officers and the inmates.
- Each Pod has an enclosed security station or control room that sits in the center of each Pod with a 360 degree view. Staff is generally afforded good sightlines into the dayroom areas and can monitor inmate activities for the most part. However, some of the inside partitions make intermittent supervision challenging and create blind spots of special concern in C4 and F2 pods.

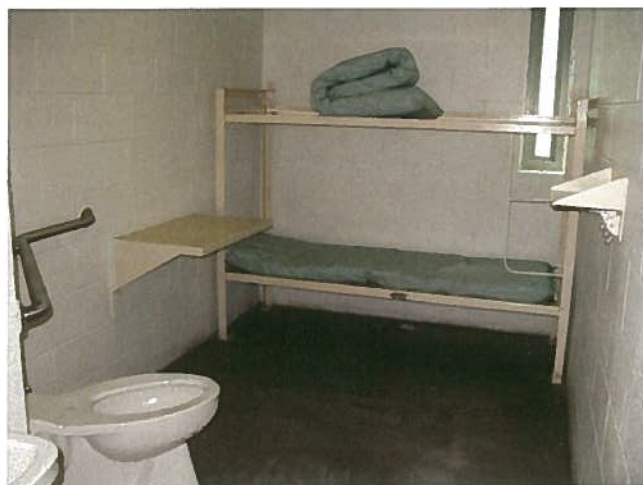


DETENTION FACILITY – Views from Housing Control Room into Dayroom

- Most of the pods are double-bunked. This type of inmate housing configuration encumbers jail management's ability to adequately segregate the wide variety of jail inmates. The single cell capability for separating maximum security / administrative segregation inmates in

2. EXISTING FACILITY EVALUATION

an area that can be easily supervised is of special concern within Pod F. Although inmates are kept under secure conditions, there are only 8 true isolated disciplinary cells available in sub-pod F1.



DETENTION FACILITY – Inmate Double-bunked Wet Cell

- Institutional trustys and work release inmates are currently housed together in Pod D. Although inmates are thoroughly searched upon returning to the pod, the mixing of both populations creates the potential for introduction of contraband within the facility.
- The mud room is shared by both male and female inmates. When one gender is in the mud room, the other cannot leave for work or re-enter the facility due to separation issues. There needs to be a separate entrance or a better means of separating both populations.
- The current configuration of the Work Release entrance poses several security risks. On the one hand, there is a potential security risk if a work release inmate would attempt to bring weapons or explosives into the facility once granted access into the facility. On the other, inmates have to traverse the parking lot to access their vehicles coming to and from work. This is a potential risk to civilians, as the area is unsecured and not under surveillance.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Work Release Entrance

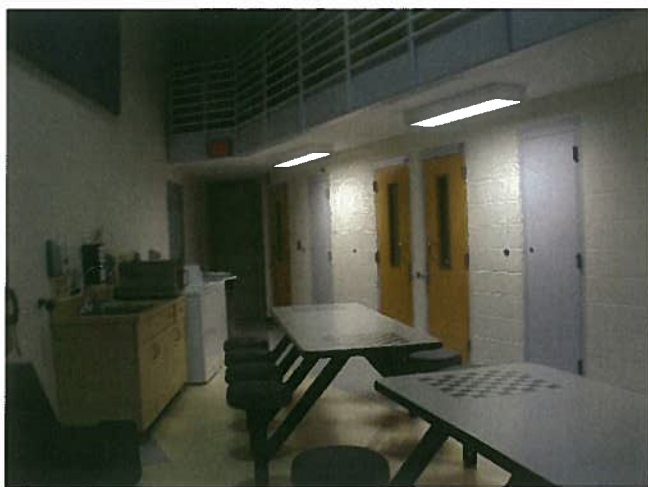
- Most of the Pods mirror each other, with cells organized around the perimeter of a triangular dayroom. Inmates locked up on their cells are unobservable by the officers without them entering the dayroom and standing in front of each cell. Officers cannot proactively supervise the inmates nor control inmate behavior.



DETENTION FACILITY – Typical Housing Unit Layout

2. EXISTING FACILITY EVALUATION

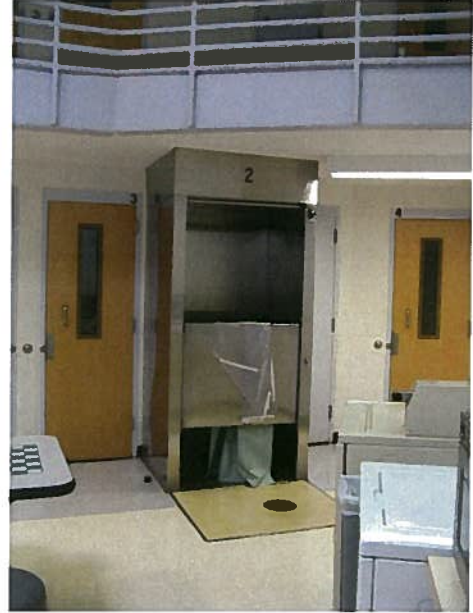
- Some of the unit dayrooms appeared to be undersized as a result of using the day room to also accommodate external showers, laundry capabilities, and commissary and video-conferencing functions.



DETENTION FACILITY – Housing Pods Multi-purpose Dayrooms

- The location of the showers in the dayroom creates several problems. The plumbing chase is not accessible until the shower enclosure is removed, so if a repair is needed, the entire Pod would need to be locked down. This is also problematic because it could create a security breach during repairs in the event that tools were left behind. The floor drain for these showers is also external to the shower and the flooring does not have adequate slope for proper drainage. Water pools adjacent to the drain and creates a slip hazard as well as maintenance concerns.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Housing Pods External Inmate Showers and Floor Drain

- Pods have chases located inside the pod, requiring the entire pod to shut-down during repairs, which operationally is very inconvenient and could create a security breach in the event that tools were left behind from repair work operations.
- The HVAC in some housing units is difficult to maintain and regulate temperature.



DETENTION FACILITY – HVAC. from Cell Interior

2. EXISTING FACILITY EVALUATION

- Generally speaking, the housing environment is “hard” and lacks adequate natural light. As a result, the units look stark and institutional.



DETENTION FACILITY – Housing Environment

- Services and program spaces at the housing unit level are limited and inadequate in size. For example, there is only one outdoor recreation area per Pod that must be shared by two to four sub-pods. Inmates must be escorted to the recreation area and supervised while they are out there. This necessitates very precise scheduling and requires over reliance on CCTV cameras monitored by Central Control in substitution of intense man hours of supervision.

2. EXISTING FACILITY EVALUATION



DETENTION FACILITY – Housing Pod Recreation Yard

Special Housing:

- The majority of functional issues in the housing of inmates with special needs are related to inadequate capacity and type of housing units.
- The inadequacy of housing capacity is especially apparent in the female pod. The one female housing pod must accommodate up to seven classification levels in a single location, challenging the proper separation of the female population by security risk and needs levels, given the number of beds available. As a result, work release, trustees, suicidal, SMU and intake female inmates are mixed together in sub-pod C1.



DETENTION FACILITY – Female Pod

2. EXISTING FACILITY EVALUATION

- The number and type of medical and mental health beds is inadequate for the current capacity and populations being served. B Pod, currently designated for the medical/mental health needs population, does not have the adequate proximity to the medical clinic. In the event that there is a medical issue, the delay in emergency response time is a concern. Additionally, the mezzanine configuration of the unit (B1) is inadequate for a medical population, with the upper tier of the medical pod being rarely used due to the medical restrictions of the inmates housed within.
- The negative airflow cells are not currently functional and did not appear to have been originally designed with adequate negative airflow.
- Protocol inmates are inappropriately housed together with new admitted inmates, with the same sub-pod B2 doubling as Protocol/Intake unit.
- The SMU sub-pod B3, inadequately responds to the needs of the mental health population.
- Overall, (females notwithstanding) there is sufficient bedspace *capacity* to meet current and projected needs, but the *type of beds* required to adequately address the risk/needs presented by today's population is clearly lacking.

Laundry

- The laundry area appeared adequate for current and future requirements. Additional load could be accommodated through increased operations, if necessary.
- The equipment seemed to be very well maintained.



DETENTION FACILITY – Laundry Facility

2. EXISTING FACILITY EVALUATION

Food Services

- The food services area seemed to be adequately sized for the inmate population that it serves.
- Equipment appeared to be relatively new and well maintained.
- A larger dish area would be more functional.
- More room is desired to accommodate trustys' dining area that could be provided with a better re-configuration of the space and institutional furniture.



DETENTION FACILITY – Food Services Facility

5. FACILITY IMPROVEMENTS AND SITE DEVELOPMENT PLAN

5. FACILITY IMPROVEMENTS & SITE DEVELOPMENT PLAN

NEW HEALTHCARE SERVICES COMPONENT

The mission of the new Healthcare Services Facility, as described by Health Services staff, is to protect the health and welfare of the inmates by providing the community standard of care to inmates with medical and mental health needs.

The full spectrum of care services that focus on high quality patient oriented, cost effective medical and mental health services is addressed in clinic functions.

On-site medical and mental health services provided include medical/mental health supervision of inmates; provision for emergency medical care; chronic and convalescent care; detection, examination, and treatment of inmates that suffer from contagious diseases; efficient treatment and sick call services for inmates seven days a week; medical referrals and dental care. Health Services is also responsible for the provision of medication administration, medication distribution and records keeping. Mental health needs are managed through talk therapy as well as with medication treatment when appropriate.

The Health Services component is comprised of the following spaces:

1. Healthcare Administration Suite
2. Exam/Treatment Clinic
3. Medical Infirmary/Acute Mental Health Unit
4. Chronic Medical/Protocol Housing Pod
5. Special Management Unit (SMU) Housing Pod

Each of these areas is described in more detail below in terms of their mission, physical adjacencies and spaces contained within.

1. Healthcare Administration Suite:

Located on the ground floor, the Health Care Administration area will provide private offices and support spaces for medical and mental health staff that support the overall management of the healthcare program. This area will also include spaces for meetings, medical records and storage.

2. Central Clinic (Exam/Treatment):

Located on the ground floor, the clinics area will provide spaces for the assessment and treatment of inmates with medical and mental health need. The clinics will include exam rooms, an X-ray room,

5. FACILITY IMPROVEMENTS & SITE DEVELOPMENT PLAN

pharmacy, laboratory, inmate waiting areas, staff work areas, and support spaces.

3. Medical Infirmary/Acute Mental Health Unit:

Located on the ground floor in immediate proximity to health services staff, the mission of the Medical Infirmary/ Acute Mental Health Unit is to care for both male and female inmates who are unable to be housed in general population for medical or mental health reasons, including but not limited, daily monitoring requirements, inmates recently discharged from the hospital, suicide risks, and inmates that require medication therapy.

Inmates in Medical Infirmary/Acute Mental Health Housing will be reviewed daily to determine their continued need for treatment and supervision.

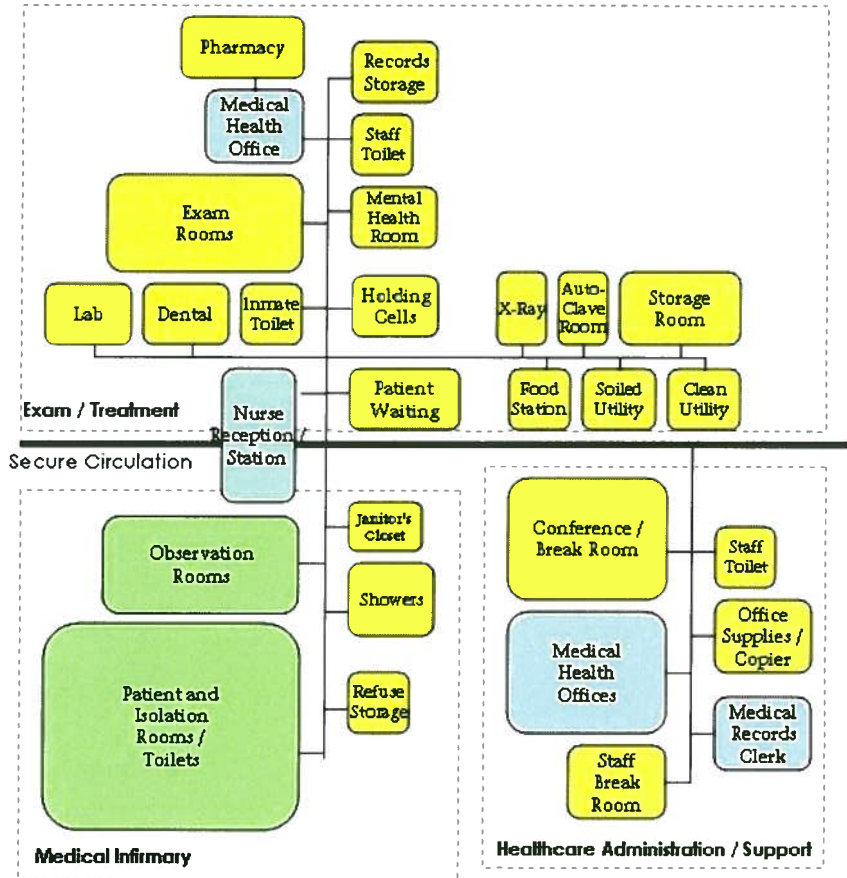
The Infirmary Unit will provide a total of 12 beds designated as follows:

- 2 Negative Pressure Isolation Rooms
- 2 Single Occupancy Rooms (2 hospital beds)
- 2 Double Occupancy Rooms (4 hospital beds)
- 4 Suicide Observation Rooms

As depicted in the following space relationship diagram, the Healthcare Administration Suite should be located adjacent to the Clinic and in proximity to the designated Medical Infirmary/Acute Mental Health Unit. It should also be conveniently accessible to the Chronic housing and Special Management Unit pods.

5. FACILITY IMPROVEMENTS & SITE DEVELOPMENT PLAN

Healthcare Services Facility Relationship Diagram



4. Chronic Medical / Protocol Housing Pod:

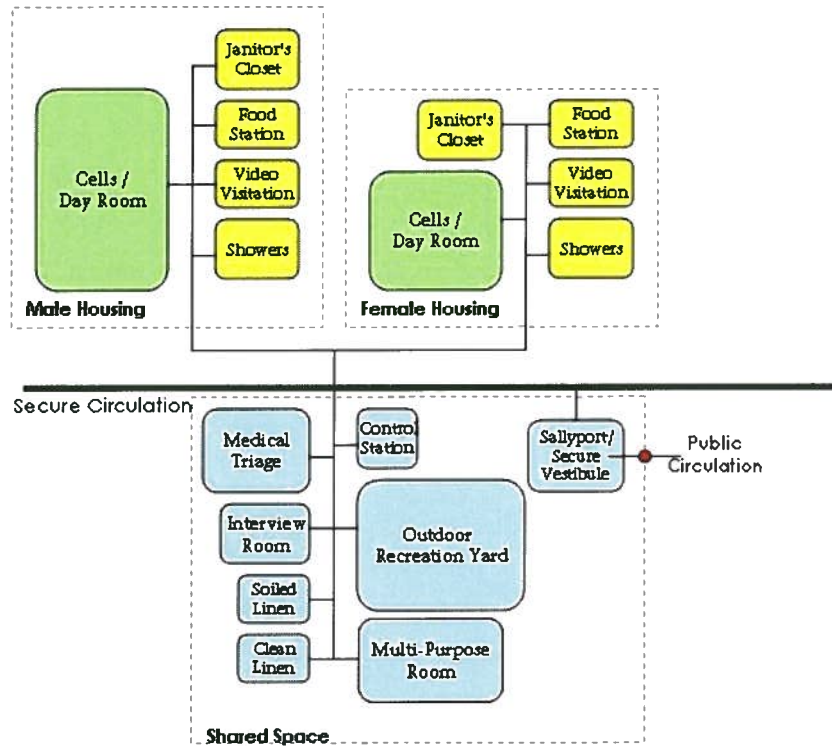
Located on the second floor of the new building expansion, the mission of the Chronic/Protocols housing pod is to care for inmates with chronic medical conditions (e.g. asthma, diabetes, high blood cholesterol, HIV, hypertension, seizure disorder) requiring assistance with activities of daily living; inmates that are on withdrawal protocol, and inmates requiring increased care such as inmates with a history of seizures from withdrawal.

The Chronic Medical/Protocol Housing Pod will be a 14 bed housing unit, subdivided in two sub-pods, providing the following number and type of beds:

- 10 Single Occupancy Bed Male Sub-Pod
- 4 Single Occupancy Bed Female Sub-Pod

5. FACILITY IMPROVEMENTS & SITE DEVELOPMENT PLAN

Chronic Medical/Protocol Housing Pod Configuration



5. Special Management Unit (SMU) Housing Pod:

Located on the second floor of the new building expansion, the SMU housing unit will care for male and female inmates newly on medication or having extreme highs or low mental health issues as well as for inmates that require special management.

The SMU Housing Pod will be a 12 bed housing unit, subdivided in two sub-pods – one with 8 beds for males and the other a 4-bed sub-pod for females. Configuration would be similar to the diagram above.

5. FACILITY IMPROVEMENTS & SITE DEVELOPMENT PLAN

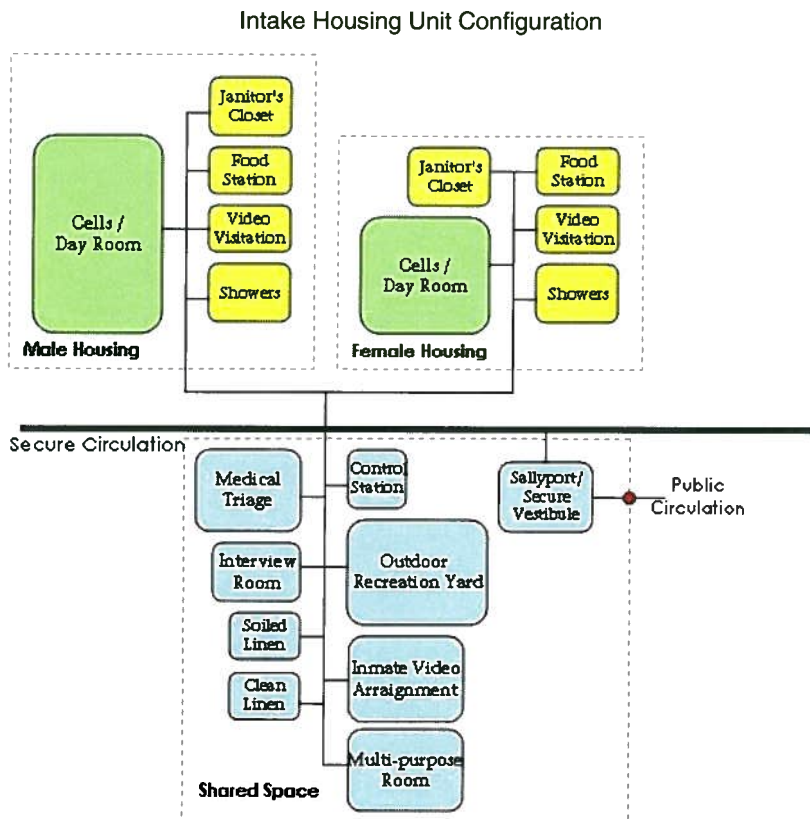
NEW INTAKE HOUSING UNIT

Located on the ground-floor level of the new building expansion, the Intake Housing unit will provide for up to 72 hours of initial housing of newly admitted individuals.

Dedicated intake housing provides an opportunity for evaluation and assessment of new admissions before classification and permanent housing unit assignment. This unit will be equipped with a video arraignment room to reduce transport to and from court for first appearances.

Consistent with historical and future booking activity assumptions, the Intake Housing Unit will be a 22 bed unit, subdivided in two sub-pods, providing the following number and type of beds:

- 18 Single Occupancy Bed Male Sub-Pod
- 4 Single Occupancy Bed Female Sub-Pod

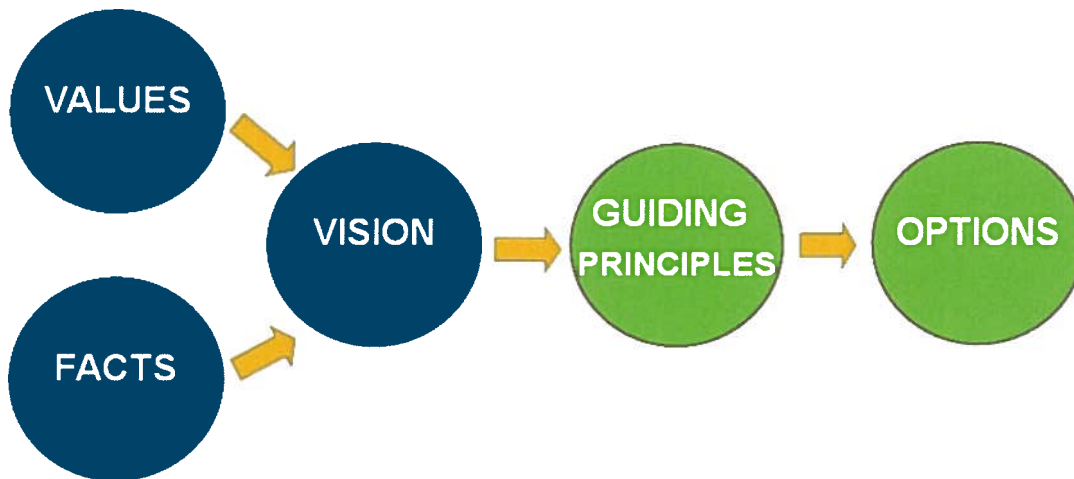


APPENDIX D. GUIDING PRINCIPLES

GUIDING PRINCIPLES

Introduction

A visioning Session was held on August 31, 2011 with the Planning Team in which participants were asked to “step into the future” and envision the facility as they would like it emerge as a result of the strategic planning initiative. The session prompted discussion about the current facility’s assets and deficiencies – and the aspirations for the future in terms of both operations and physical environment. The information gleaned from the visioning session was used to generate a series of guiding principles that would form the foundational approach for the master planning efforts.



Values

The Sheriff Department’s Mission Statement served as a spring board for discussing overarching values for the facility and its operations:

*“The mission of the Douglas County Sheriff’s Office Detention Division is to **protect the public and institutional safety** though the incarceration of offenders in the Douglas County Jail, while **meeting statutory and constitutional standards of care** and **provide program opportunities** intended to **reduce re-incarceration**”.*

The following attributes (“facts”) were noted:

- The facility is well maintained and in good operating condition overall
- The Sheriff’s Department is pro-active regarding the use of technologies to improve operational efficiencies
- The facility is currently accredited by the American Correctional Association
- Staff training is on-going
- The Sheriff’s Department is committed to fiscally responsible facility planning and operations

APPENDIX D. GUIDING PRINCIPLES

The following broad values and aspirations were presented by the group:

- Provide a humane environment
- Provide an appropriate housing unit environment to address special risk/needs inmates
- Enhance technology and security opportunities
- Continued planning efforts to proactively address future needs in a fiscally responsible manner
- Comprehensive approach to facility development
- Maintain ACA accreditation

Facts and Aspirations

The visioning session then focused on each major operational area of the Douglas County Detention Facility. This provided an opportunity to identify specific facts and aspirations for each component.

Safety and Security

Facts

- 7 disjointed camera systems
- Rigid security system that cannot be reconfigured.
- Camera/Radio systems are 13 years old and do not blend with the rest of perimeter.
- Overloaded Closed Circuit television system.
- Pending Project will integrate security elements and improve most of these concerns.

Aspirations

- Streamline Workload of Control Officers (user defined, flexible, integrated).
- PDA System.
- Weapons Tracking.

Inmate Housing

Facts

- Work Release inmates access/exit is through the employee parking.
- 20 bed capacity.
- Currently co-located with institutional trustys.
- The number of inmates sentenced to work release has decreased dramatically (currently +/-15).
- Drop in work release largely attributed to reduced transportation funding to job sites and changes in legislation (MOP, etc).

Aspirations

- Work Release as a part of larger community correctionsBuilding (stand-alone).
- Community Corrections: Work Release/day report, probation- step up, etc).

APPENDIX D. GUIDING PRINCIPLES

Medical/Mental Health

Facts

- Currently contracted through medical provider
- B-unit currently designated as the medical unit; the layout and mezzanine-level design is not conducive to a medical population.
- B-unit is not in convenient proximity to the existing clinic – lengthening the emergency response time.
- Inmates who need true infirmary care are sent to other counties (Arapahoe, Denver) or hospital under Sheriff's supervision (costly).
- Medical needs that cannot currently be adequately addressed at the facility:
 - Post-surgery care
 - Inmates receiving intravenous fluids
 - Isolation/negative air cell
 - Physically disabled inmates
 - Suicide watch
 - Drug detox

Aspirations

- Reduce the amount of time inmates spend in hospital by providing an in-house infirmary.
- Reduce the number of inmates sent to other jurisdictions for medical care.
- Provide a full service infirmary for sub-acute care inmates (to be further defined).
- Infirmary should also have capacity for suicide watch inmates.
- Infirmary requires a real negative air pressure cell.
- Infirmary should be in immediate or convenient proximity to the clinic.

Programs and Services

Visitation

Facts

- Video visitation has been implemented for family visits; visvox is on each housing unit.
- Professional visits (attorney) are still contact visitation in centrally located visitation area (3 non-contact also available).
- Video visitation cannot distinguish recording for attorney visits (confidentiality) limiting opportunities for using it for this purpose.
- Old visitation booths are vacant (used as back-up only if visvox system fails).
- Some should be maintained for back-up-but a lot of wasted space.
- There is one interview room at each housing unit – open/contact set up is problematic with high security inmates.

Aspirations

- Expand Video Visitation for video feed for other services (tele-education, etc).
- Configure to allow for confidential attorney visits.
- Re-purpose some of the old centralized visitation space.

APPENDIX D. GUIDING PRINCIPLES

Program Spaces

Facts

- All programs are centralized; no space at housing unit level.
- GED program in effect.
- Area for book reading.
- AA/NA group and individual counseling provided.
- Inmates circulate to program rooms unescorted.
- Attend by population classification (vs. H.U.) to maximize volunteer time.
- Interview rooms at housing unit are contact-not appropriate for all populations (SMU, Max).
- No direct access to outdoor recreation (most units).

Aspirations

- Decentralize some program delivery – provide more opportunities at the housing unit level.
- Technology to provide access to high risk populations.
- (NA/AA) Webcast.

Guiding Principles

The information obtained through the visioning session was used to develop a series of overarching Guiding Principles for the Justice Center Space Needs Assessment planning project. The guiding principles form the foundation for a strategic planning approach.

A HUMANE ENVIRONMENT

- For inmates, staff, and visitors to the facility.
- Through enhanced natural light in the housing units, views to the outside, an increased sense of “openness”.

APPROPRIATE HOUSING UNIT ENVIRONMENT FOR ALL INMATES

- To adequately address the needs of inmates with medical/mental health conditions.
- With a Medical Unit in close proximity to the clinic.
- To better address the mix of classifications for females within one unit.
- To better accommodate the requirements of work release inmates:
 - Appropriate dedicated access/exit from the unit
 - Not mixed with institutional trustys

SECURITY TECHNOLOGY

- To make use of the best technology available (PDA system, integrated, etc).
- To maximize operational efficiencies.
- To promote operational consistency across shifts.

APPENDIX D. GUIDING PRINCIPLES

ENHANCED PROGRAM OPPORTUNITIES

- Web-based video feed programming.
- Expanded use of video visitation.
- Expanded programming at the housing unit level.
- Greater access to outdoor recreation.

FISCAL RESPONSIBILITY AND ACCOUNTABILITY

- Comprehensive approach to facility development (begin with the end in mind).
- Permanent resolutions, not short-term fixes.
- Pro-active planning.
- More energy efficient, “greener” facility.
- Maximize operational efficiencies.